

MILWAUKEE COUNTY DEPARTMENT  
OF HEALTH & HUMAN SERVICES

# 2016 REPORT TO THE COMMUNITY

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## A Message From the Milwaukee County Executive

Dear Friends,

The Milwaukee County Department of Health & Human Services (DHHS) has come a long way in the past six years. It has been transformed into a national best practice leader delivering person-centered, community-based care that supports vulnerable individuals and their families.

When I was first elected in 2011, one of my first and best decisions was hiring Héctor Colon to lead DHHS. We both knew that we had a moral obligation to do better, both for the people we were serving and for our hard-working employees.

Héctor hit the ground running, reaching out to state and local elected officials on both sides of the aisle, community partners, the justice system, healthcare professionals, advocates, patients and their families, and our employees. Now, we are seeing dramatic results.

We've nearly ended chronic homelessness with permanent housing faster than any other metro area, expanded funding for community-based care, launched trauma-response teams, eliminated a 30-year waiting list for disabilities services and eliminated a 15-year waiting list for Section 8 housing. DHHS's dedication to innovation in the public sector is a model we are continuing to expand and hope to see adopted around the country.

There is a culture of teamwork and pride in the department, which is how they continue to make a profoundly positive impact on the lives of thousands of people. The information in this report is just the latest evidence that the DHHS is doing the right thing and getting things done for Milwaukee County.

| Chris Abele  
Milwaukee County Executive



# Greetings From Héctor

Dear Friends,

The Milwaukee County Department of Health & Human Services (DHHS) had an incredible year in 2016! This year's Report to the Community is full of many heartwarming stories from Milwaukee County residents who benefited from programs across all of our divisions, as well as highlights from key initiatives such as:

*Beginning to plan for the development of a new community-based center to serve as another entry point for referrals and people seeking help through our **Behavioral Health Division***

*An incredible 77 percent reduction in chronic homelessness achieved by our **Housing Division***

*An outstanding 33 percent decrease in the number of youth placed in state juvenile corrections by our **Delinquency and Court Services Division** since 2015, contributing toward a cumulative 56.5 percent reduction since 2011*

*Exceptional participation in our **Disabilities Services** program providing employment opportunities to all Milwaukee County students with disabilities as they leave high school*

*A 5.26 percent increase in **Energy Assistance** applicants during the 2015-2016 season compared to the previous season (2014-2015)*

What's more, 2016 was instrumental in establishing the framework that will assist us in fulfilling our mission for years to come. In 2017 look for exciting advancements in how we work to ensure the health and well-being of members of our community as guided by the **Human Services Value Curve**. We will also focus on continuing to improve overall organizational performance following the **Baldrige Criteria for Performance Excellence**. And we will partner with individuals and their families to achieve their personal goals and address root causes through our integrated **Integrated System and Practice Model**.

As we continue to make strides toward excellence and serve as a model across the state and around the country, I invite you to join DHHS in our efforts and celebrate our successes.

A handwritten signature in black ink, appearing to read 'Héctor Colón'.

Héctor Colón, MS, OT  
Director, Milwaukee County  
Department of Health & Human Services



# STRATEGIC PLAN

## [ And the Pursuit of Performance Excellence ]

The Department of Health & Human Services (DHHS) Strategic Plan guides our department's work across division lines to establish priorities, goals, and action steps to fulfill our mission and strive for our vision - become recognized as a public model of excellence and leadership in human services.

Over the last year, DHHS has made significant improvements in all of our Strategic Plan goal areas, which include:

- Workforce Investment and Engagement
- Community and Partner Engagement
- Optimal Operations and Administrative Efficiencies
- Financial Health and Sustainability
- High Quality and Accountable Service Delivery

Employees throughout the department are working together as a team on projects to create improvements in these areas. In 2016, five committees were formed, consisting of leadership team members, managers and employees: The work of the committees included:

- Academic department collaboration
- Client choice promotion
- Online resource directory
- New employee onboarding
- Provider training system

DHHS also continues to invest in acting on improving results from the 2015 employee engagement survey. Through strategic planning committees and employee engagement committees, nearly 70 DHHS employees joined teams that developed recommendations and action plans to address key priority areas. And their efforts worked! The 2016 countywide employee engagement survey results showed DHHS surpassed its five percent improvement goals in the areas of management communication, trust and professional development.

One big result of our strategic planning is our recognition at the Challenger and Commitment level for the Wisconsin Forward Award. This is a product of our 2016 Wisconsin Challenger Application and our continued implementation of the Baldrige Criteria for Performance Excellence. DHHS received a feedback report that provided insights on our organizational strengths and opportunities for improvements. We are currently using that information to prioritize strategies and develop action plans that will further us in our performance excellence journey in 2017 and beyond, and our applications submitted in future years will demonstrate our progress.





## MISSION

*The mission of the Milwaukee County Department of Health & Human Services is to enhance the quality of life for individuals who need support living healthy, independent, and safe lives within our community.*



## VISION

*Become recognized as the public model of excellence and leadership in human services, driving superior outcomes for our community.*

## 2016 DHHS BUDGET

|                     | Management  | Delinquency  | Disabilites  | Housing      | Behavioral Health | GRAND TOTAL          |
|---------------------|-------------|--------------|--------------|--------------|-------------------|----------------------|
| <b>EXPENDITURES</b> | \$3,200,691 | \$42,520,228 | \$17,260,095 | \$24,476,578 | \$188,205,345     | <b>\$275,662,937</b> |
| <b>REVENUES</b>     | \$2,837,598 | \$29,866,312 | \$14,581,387 | \$19,820,610 | \$129,392,374     | <b>\$196,498,281</b> |
| <b>TAX LEVY</b>     | \$363,093   | \$12,653,916 | \$2,678,708  | \$4,655,968  | \$58,812,971      | <b>\$79,164,656</b>  |





## MISSION

*The Milwaukee County Behavioral Health Division, through early assessment and intervention, promotes hope for individuals and their families through innovative recovery programs in behavioral health wellness, recovery, research and education.*

# BEHAVIORAL HEALTH

# Promoting Hope Through Innovative Recovery Programs

Visions of providing greater access to behavioral health care in Milwaukee County are becoming a stronger reality through many key initiatives the Behavioral Health Division (BHD) launched in 2016. These efforts will position us as a national best practice leader by introducing a first-of-its-kind integrated care model that brings mental health and wellness services into centralized community facilities. The first facility is expected to open on Milwaukee's Northside in 2018.

This innovative model will allow us to provide a more efficient continuum of care before, during and after a crisis. It also takes a holistic approach in caring for individuals and their families by integrating other Department of Health & Human Services divisions into the treatment process as needed.

## [ Helping Edna Find Herself ]

"Growing up I didn't know how to deal with people, and they didn't know how to deal with me," Edna explained. Decades of feeling misunderstood and undiagnosed mental illness led Edna to drug use and multiple suicide attempts. But that all changed two years ago when she began day treatment through the Behavioral Health Division, was prescribed the right medications and received help moving into a group home. Edna was finally able to transition into her own apartment within a supported housing community and is now comfortably enjoying being around others, which was quite difficult for Edna in the past.

## Key Accomplishments & Notable Numbers



**Two of four** open conversations with the community took place in 2016 to further engage the individuals BHD serves in the decision making for the County's new Northside facility

**10,000+**

Milwaukee County residents are served each year through the **Community Access to Recovery Services (CARS)** Mental Health Services and Wiser Choice programs



**Trauma Response Teams (TRT)** that pair a Milwaukee police officer with a BHD professional continued to provide help to residents under age 18 who have witnessed violence or been exposed to trauma

## 2016 Division Budget

**Expenditures:** \$188,205,345

**Revenues:** \$129,392,374

**Tax Levy:** \$58,812,971





"The Behavioral Health Division is taking strides in reimagining the way we think about mental health in our community. BHD's transformation is showing results not only in being a good steward of our tax dollars, but also in improving the quality of care the most vulnerable amongst us receive, and becoming a national model for quality in mental health."

Chris Abele,  
County Executive



"I am proud of our work with BHD to expand access to behavioral health care, to strengthen partnerships with our providers and communicate more with our community and our employees about the exceptional services delivered through BHD."

Duncan Shrout, Chair,  
Milwaukee County Mental Health Board



## Other Ways BHD Is Expanding Our Community-Based Services

Adding a third **Crisis Assessment Response Team (CART)** to respond to individuals who may be experiencing a crisis in the community

Providing a full array of supportive, recovery-oriented services for persons with severe and persistent mental illness and/or issues with alcohol or other drug abuse through our **Community Access to Recovery Services (CARS)**

**Inpatient Services** that provide service to mentally ill adults, children and adolescents who need the support of a hospital environment

To support our ongoing efforts to ensure the best experience for the people we serve, BHD staff and our partners will also undergo **Cultural Intelligence Training** so that we may work more effectively in culturally diverse situations. What's more, an exciting **employee recruitment campaign** is kicking off in 2017 to expand our team with more valuable resources for the community.





# SMART GOALS

[ BHD Accomplishments 2011-2016 ]

**Acute Adult  
Admissions  
Are Down**

**69.7%**

**Individualized,  
Person-Center Crisis  
Plans** for Individuals  
Seen at Psychiatric Crisis  
Service

**+371%**

**6X**

**Certified Peer Specialist**  
(Milwaukee County)

**+196%**

Recovery-Oriented  
Supportive Housing

**+0.1  
PERCENTAGE  
POINTS**

Acute Adult Inpatient  
MHSIP Satisfaction  
Survey (Positive Rating)

**30-day Readmission  
Rate Following  
Acute Inpatient Services**

**-23.4%**

**-38.4%**

Psychiatric Crisis  
Service (PCS) Visits

**DECREASED  
BY HALF**

50.9% Fewer **Emergency  
Detentions** in PCS

**-13.2%**

**Consumers Served by  
BHD Community  
Services\***

**-42.8%**

Acute Inpatient Average  
Daily Census

*\*2016 saw a reduction in the unique number of individuals served due to multiple factors, including a transition from three medical records systems to one, which has increased our ability to accurately count an individual one time, as multiple systems with different medical record numbers led to the possibility of duplicated counts of individuals across system; Medicaid eligibility as a result of the Affordable Care Act has led to a decline in certain Medicaid covered services, e.g. AODA Outpatient; and a reduction in AODA grant fund available from 2010-2016 has led to an overall reduction in primary AODA clients served.*

A man with glasses and a scarf is sitting at a wooden table, smiling. A lamp with a textured shade is visible in the background.

## MISSION

*The Housing Division strives to provide Milwaukee County residents in need with a safety net, decent and safe affordable housing, and a connection to opportunities improving the quality of life using available funding sources in the most equitable and efficient manner.*

# HOUSING

## [ A NEW LEASE ON LIFE ]

Addiction left Robert bouncing from shelter to shelter. Finally, he found the stable housing, support and encouragement to help him thrive through Housing First. "It was easy to qualify, and I really feel like they have my back," Robert explained.

# Giving Hope Through Housing Opportunities

It's been said that home is where the heart is. Our Housing Division undertook a variety of key initiatives in 2016 to help meet the housing needs of many Milwaukee County residents through collaborative partnerships and programs including:

Using the **Housing First** model to reduce chronic homelessness by 77 percent since the initiative launched in 2015. To date, 99 percent of participants remain in housing, and municipal court violations have decreased from 210 to 39 after being in Housing First.

**Opportunity Knocks**, which allows the Housing Division to take County foreclosures and rehab them for eventual sale to first-time homebuyers.

The **Section 8** waiting list was opened for the first time in 15 years, placing an additional 300 homeless individuals into permanent housing.

Opening **Thurgood Marshall Apartments**, the state's first true Harm Reduction housing model, which houses 24 chronically homeless individuals who also have chronic substance abuse issues.

The Housing Division also developed standardized measures for outcome reporting for all **Purchase of Service** contracts.

Through the dedicated efforts of the Housing Division in 2016 and into 2017, Milwaukee County is on target to achieve our goal of ending chronic homelessness by 2018.

"The Housing First model does a fantastic of job providing homeless individuals with the basic necessities they need to get their lives back on track. The wraparound services help folks make progress toward a new life, but we need to do more to help people find stable employment so they have the steady income they need to avoid becoming homeless again."

Supervisor Peggy West,  
Milwaukee County Board,  
12th District



## Key Accomplishments & Notable Numbers

**\$20**

*It costs the County **less than \$20** per person per day for housing, which will end Milwaukee's cycle of chronic homelessness*



**77 percent** of Housing First residents have experienced an increase in income, including employment



**Nearly 400 people** have been housed as a result of reopening the Section 8 waiting list.

## 2016 Division Budget

**Expenditures:** \$24,476,578

**Revenues:** \$19,820,610

**Tax Levy:** \$4,655,968







## MISSION

To partner with the community to promote public safety by reducing juvenile crime, holding youth accountable and improving youth competencies through DHHS values, consumer focus, technology, Evidence-Based Practices (EBP), innovation and effective partnerships.

# DELINQUENCY AND COURT SERVICES

### [ MAKING THE RIGHT CHOICES ]

Targeted Monitoring Programs, such as the Milwaukee County Accountability Program (MCAP), help youth involved in the juvenile justice system receive support and treatment to prevent re-offending. "I learned to stop, think and know that I need to take accountability," said Demarco (pictured right). Going through the MCAP program also had LaVarry (pictured left) thinking, "When I get out, I don't want to steal cars," he explained. "Now I'm thinking about buying a car." Both youths have successfully completed the program.

## Investing in Our Future Through Reform

As the old proverb says, “It takes a village to raise a child.” The dedicated employees of the Delinquency and Court Services Division (DCSD) know firsthand that many Milwaukee County youths involved in the juvenile justice system need a guiding hand to help them become healthy, upstanding adults. Every day, the DCSD team strives to mentor our youth, educating and encouraging them to use the tools and resources our community provides to better themselves. They act as role models, guiding youth to pursue a path that positively affects their communities, families and themselves through the use of:

- Evidence-based assessment
- Risk-appropriate placement
- Trauma-informed treatment
- Person-centered and culturally intelligent care

To support these efforts, DCSD started an exciting new project in November 2016 with the Robert F. Kennedy National Resource Center for Juvenile Justice. This project includes conducting a comprehensive probation system review. DCSD will use the findings and recommendations from the review to enhance policies, practices and service provisions for the youths and families involved with Milwaukee County’s juvenile justice system.

## Key Accomplishments & Notable Numbers

DCSD hit the ground running in 2016 thanks in part to earlier efforts from 2011 to 2015, which included:

**56.5%** **reduction** in juvenile corrections

**19.7%** **drop** in referrals to DCSD from law enforcement

**The Intensive Monitoring Program** was modified to integrate areas such as:



- Serious Chronic Offender Program (SCOP)
- Firearms (FA)
- Burglary/Auto Monitoring (B/AMP)

A new **Juvenile Program Management** system was implemented to allow for:



- Customized data collection
- Evaluation of program effectiveness
- Identifying trends

## 2016 Division Budget

**Expenditures:** \$42,520,228

**Revenues:** \$29,866,312

**Tax Levy:** \$12,653,916





A woman with short reddish-brown hair is smiling and looking towards the camera. She is wearing a dark-colored top with a patterned scarf. The background is a solid blue color.

## MISSION

*To enhance the quality of life for all individuals with physical, sensory and intellectual disabilities and their support networks living in Milwaukee County by addressing their needs and providing individualized opportunities for persons to participate in the community with dignity and respect, while acknowledging their cultural differences and values.*

# DISABILITIES SERVICES

## [ PRACTICING WHAT WE PROMOTE ]

Our Disabilities Services Division (DSD) plays a key role in helping County residents living with disabilities find enriching employment opportunities. Not only does DSD connect individuals with area businesses, we also provide opportunities internally. Since 2009, Nealy has worked in the Disabilities Resource Room, helping DSD staff members serve clients. When asked what she likes most about her job, Nealy eagerly said that making copies and stuffing enrollment folders are among her favorite tasks.



# Dedicated to Lending a Helping Hand

January 2016 was the start of an exciting year for the Disabilities Services Division (DSD), as our administrator Geri Lyday was notified that she would be the recipient of a Lifetime Achievement Award from the Wisconsin Chapter of the American Association on Intellectual and Developmental Disabilities.

Much like Geri, the DSD team has a passion for helping Milwaukee County residents with disabilities gain greater independence and quality of life through services including:

**The Disability Resource Center (DRC)** is a one-stop shop where individuals ages 18-59 with disabilities can find accurate, timely information about services available in Milwaukee County. The DRC received and followed-up on 28,256 calls in 2016.

**Disability Benefits Specialists** who can provide information about public and private benefits, as well as assistance applying for Medicare, Medicaid and Social Security. The monetary value of their efforts in assisting individuals in 2016 was over \$2,621,000.

**Children's Services** which provides support to children with disabilities and their families. This includes the Birth to Three program, where 3,956 children were served in 2016; the Children's Long Term Support Waiver, which served over 808 children; and the Community Options program, which served 380 families, as well as provides services for youth in transition.

**Court Services** including adult at risk/adult protective services and other adult court-related services

**Crisis Respite Residential Services** that provide brief intensive support in a residential setting to individuals with disabilities

**Interim Disability Assistance Program**, which offers financial resources to eligible individuals while their social security disability or SSI is determined by the Social Security Administration

Also in 2016, DSD expanded its burial program and partnered with the **Archdiocese of Milwaukee** to provide non-denominational services for County residents who have no financial resources or family upon death.

"Individuals with disabilities have the same aspirations as any of us. The Disabilities Services Division makes sure that these individuals have the tools they need to live the most independent life."

Supervisor Willie Johnson, Jr.,  
Milwaukee County Board,  
13th District



**Looking into 2017 and beyond**, DSD will expand participation in many other programs, focusing on increasing opportunities for students with disabilities seeking employment and linking with hospitals to assure we are identifying children birth to three who may benefit from early intervention services.

## Key Accomplishments & Notable Numbers

**40** *Young adults with disabilities received help finding jobs after leaving high school*



**1,849 lives** were impacted through 45 outreach events dedicated to disability services for children



**Family Care added** more than **8,000** participants since eliminating the waiting list in 2012 (2,004 in 2016 alone)

## 2016 Division Budget

**Expenditures:** \$17,260,095

**Revenues:** \$14,581,387

**Tax Levy:** \$2,678,708





## MISSION

*As a team, we will provide top-quality customer service to the residents of Milwaukee County to allow them the opportunity to apply for the Wisconsin Home Energy Assistance Program in an efficient, professional and dignified manner in the location, time and method of their choosing.*

# ENERGY ASSISTANCE

## [ HELPING CYNTHIA STAY CONNECTED ]

The death of Cynthia's mother took its toll emotionally and financially. Even being employed as an ambulance dispatcher, Cynthia watched the bills pile up. But the homeowner, who also shares her house with her daughter and two young grandsons, found some relief when she learned about the Energy Assistance Program. "They helped me get through that ring of fire," Cynthia recalled.

# Making Bills Affordable for More Residents

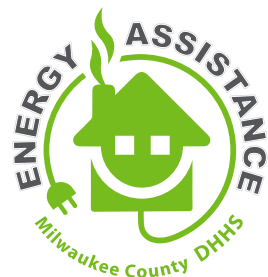
Wisconsin winters are brutal - no doubt about it. As Jack Frost pushes us indoors from October to May, many Milwaukee County residents are faced with high heating and electric bills. For those struggling to keep up with utility costs, the Energy Assistance Program can provide a vital means for staying warm and safe in the winter.

## [ 2015-2016 was a season of change ]

Previously, interested residents would stand in line once per year as early as 4 a.m. to apply for energy assistance. But the 2015-2016 season brought about a much needed and very welcomed service model change that removed the long lines and introduced more convenient appointments; online scheduling; all-day availability; and early, late and weekend hours.

An exciting and eye-opening awareness campaign was also launched during the 2015-2016 season using a series of billboards, advertisements and radio spots to educate and inform Milwaukee County residents that they may indeed meet assistance criteria even if they thought they were not eligible.

As a result of these two key initiatives and many other great efforts, the Energy Assistance Program is now seeing growth in applications and is expecting the 2016-2017 season numbers to be at an all time high.



For more information on Energy Assistance,  
visit [www.energyassistancemke.org](http://www.energyassistancemke.org)

"Energy Assistance isn't just for people with fixed incomes. Each year thousands of eligible families benefit from the program. Whether they need a little help over a short time period, have a broken furnace or are weatherizing their home for the winter, Energy Assistance can help."

Supervisor Steve F. Taylor,  
Milwaukee County Board, 2nd Vice Chairman  
9th District



## Key Accomplishments & Notable Numbers

For the 2015-2016 season, Energy Assistance added more options to apply and set up an appointment, reducing the application process from an all-day event to an average of just **42 minutes** for the whole process.



**1 in 6 applicants** was new to  
the program in 2015-2016

**63,231**

households received  
assistance in 2015-2016



**72,112**

phone calls processed  
by the call center

**24,467**

appointments were  
scheduled online

**45.5%**

of applicants scheduled  
an appointment

The 2016-2017  
season is on target to  
process over **70,000**  
applications



The program earned an "**Award of Excellence**" and "**Best of Show**" at the 2016 Paragon Awards hosted by the Public Relations Society of America Southeastern Wisconsin Chapter.





# Recognizing Our Employees



## Department of Health & Human Services PRIDE

**Partnership**  
**Respect**  
**Integrity**  
**Diversity**  
**Excellence**

When we say the Department of Health & Human Services (DHHS) employees take PRIDE in their work, we mean it. For many, it's not just a job, it's a calling. To acknowledge their commitment to working together and for the greater good of Milwaukee County, DHHS introduced the Do the Right Thing employee recognition program.

Since rollout in March 2016, **more than 140 nominations have been submitted by co-workers** for demonstrating the DHHS values in their work. Some of our Do the Right Thing award winners are pictured on the left.

We look forward to growing the Do the Right Thing program in the years ahead as we remain focused on the program's goals to **educate** employees on how living the values strengthens DHHS and our impact on the people we serve, **engage** them in living the values by demonstrating successful outcomes, and **empower** employees to champion and recognize their co-workers who are living the values in the workplace and in the community.

### MISSION

*Inspire employees across DHHS to honor their commitment to serve others and motivate their peers through living our workplace values and delivering exceptional services to our clients, customers and our community.*




## Connecting the Community to Information & Assistance

Far too often personal crisis or community disaster comes without warning. And not knowing where to turn for help can be devastating and leave those in need feeling alone. Milwaukee County is dedicated to helping residents find peace of mind and a helping hand through our partnership with IMPACT.

By picking up the phone and dialing 2-1-1, any Milwaukee County resident can quickly access this free information and referral hotline 24 hours a day, 7 days a week, 365 days a year! In 2016, IMPACT's 2-1-1 operations center **answered 121,956 calls** from area residents looking for assistance. This large volume earned Milwaukee County the **12th spot among more than 200 national providers** of 2-1-1 in the 2016 rankings.

From referrals for energy assistance and furnace repair services to helping concerned callers find substance abuse resources or shelter from the cold for themselves or loved ones, 2-1-1's community resource specialists play an integral role in guiding Milwaukee County residents through their options and the many services available through the Department of Health & Human Services divisions.

Learn more at [www.impactinc.org](http://www.impactinc.org)

A portrait of John Hyatt, President & CEO of IMPACT, Inc. He is a middle-aged man with short brown hair and a beard, wearing a light blue dress shirt and a blue and white striped tie. He is standing in an office environment with cubicles and computer monitors visible in the background.

John Hyatt, President & CEO, IMPACT, Inc.



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